

THE ELABORATION OF THE STRATEGIC PLAN REGARDING HUMAN RESOURCES

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Abstract. *The elaboration of the plan constitutes a necessity for an organization which is governed by the desire to maintain the same objectives, that led to remarkable results; the factors' generalization which influences positively the present situation of the firm and which can have an important role in the future activity; establishing the direction to which the commercial society will develop in the external and internal environment; the distribution of the human resources congruent to programs, discarding the traditional methods; establishing efficient criteria of evaluation of the degree at which the established objectives regarding human resources are achieved.*

Keywords: assurance, human resources, management, planning, strategy, the maintenance and development of human resources.

1. Introduction

The elaborated study of the specialized literature, the analysis made during research give the possibility to draw some conclusions, from which, we enunciate the most important: *First of all*, there is a lack of experience in the strategic management, which means that, in some situations, the activities -which play an important role in developing the organization's potential to satisfy the clients, to improve the resources they dispose of, to face the competition and to gain a new market -should be minimized. *Secondly*, the desired effects are obtained only based on an ensemble, global strategy and not on a partial strategy, which cannot imply the economical, social and political context, where the firm's activity takes place and neither the interaction between the variables which influence the entire activity of the society.

Thirdly, the conception of strategies takes place during a continuous process, in a sense that elaborating strategies creates the premises for elaborating future strategies. An elaborated strategy is subjected to a systematic analysis, with the purpose to underline the way in which the provided solutions are applied and how are the anticipated results achieved. Such analysis ends with new solutions, which have the role to correct the possible deviations from the established programs. *Fourthly*, the elaboration of a strategy is a complex activity, based on complex information, hence it can't be created but in a multidisciplinary vision. The solution consists in building a working team, which includes: economists, engineers, sociologists, psychologists etc. The elaboration of the strategic plan regarding human resources, comprises 5 stages, which can constitute *chapters in the unitary plan of human resources*. Following, we present the synthesis for each chapter's content.

2. The analysis of the present situation

In the first part of the chapter, we introduce: Strengths and Weaknesses; the way in which the organization's functions have been created and management's attributions. A special place in this chapter deals with formulating the solutions for improving the activity, the performances. The solutions result from the rigorous analysis of Weaknesses and also from the information regarding the future evolution of the society. Practically, this chapter can end with a list, which comprises a large number of solutions, with application possibilities, whereby it will be selected and elaborated, based on analysis, the solutions with the highest efficiency degree, in order to be included in the 3rd chapter of the plan. A special emphasis on the solutions, which have the purpose of *providing the organization with the necessary human resources, the maintenance and development of these resources*.

3. The description of society's future evolution

In this chapter, it is comprised an anticipated description of the organization's evolution, determining the firm's location in the future external context and also *opportunities and threats*. Depending on these, it works out the development strategies of the organization, its innovative capacity, and also strategies of dismissing or decreasing threats. *The proper solution* to assure the achievement of those possibilities, consists of a *development strategy through investment in advanced technologies* for certain products. *Regarding the development strategy, it raises the issue of establishing the training needs of the employees and allocating funds for improving it.*

4. The elaboration of the strategic plan regarding human resources

It's the main chapter, which comprises the concrete ways through which the content of the plan is provided. The essence consists of selecting and elaborating the solutions with the highest degree of efficiency. The solutions for improving the strengths and opportunities, are divided in 3 categories of activities belonging to human resources' management: *human resources necessary; maintenance of human resources; developing of human resources*.

Human resources necessary - establishing of human resources needs, globally and structurally; analysis, description and job evaluation; to make it more attractive on the labour market, the organization's image will be developed, in order to become more attractive from the potential clients' point of view. The emphasis will be on the description of those jobs that require competition aptitudes but also on the professional achievement. This type of activity is absolutely necessary, because in the future, the competition for recruiting a trained personnel will increase. As a consequence, only the organization which will succeed in offering an attractive image, will present interest for a well-trained workforce. *Recruiting a larger number of candidates than it's necessary*, creates the conditions for selecting the best. Depending on *job requirements*, one should resort to internal or external recruiting sources. Depending on the job importance of the job and the allocated budget for the selection, proper techniques will be used for selecting the suitable candidate.

The maintenance of human resources give credit to motivating the human actions. The necessary conditions for creating motivation factors, will occur through

the harmonization of the organization's politics with the objectives of each employee; the transparency of the organization's politics towards the employees and the goals which need to be achieved; the job breakdown of the objectives and the task determination for each employee; systematic control of the way in which every objective is achieved; the usage of various forms of feedback for the employees who misbehave at work and the internal discipline; *promoting working relations based on correctness and trust*. With a view to this, the emphasis will be on syndication, collective negotiation, identification of disagreements and their operative resolving.

Developing of human resources- for the maintenance and permanent improvement of the organization's performance, it is assured *a continuous knowledge update*. In this view, there are concrete programs for training and development: job training programs (formal training, informal training, job rotation , job shifting, transfer, knowledge fastening, training through mentors) training programs outside the job.

Assuring the employees creativity through a series of actions, such as: promoting a certain climate in which the employees should be preoccupied with innovation, so much for perceiving the firm's needs, as for improving new ideas; orientating the communication flows, so that they would offer permanently information regarding firm's evolution and pursuant to the usage of the employees' creative elements; *using the most efficient methods for stimulating creativity; material stimulation of employees and innovator*.

Delegation extension, determining the tasks, the competences and delegated responsibilities in written form; the creation of a proper reliability climate for the employees to handle different problems; elaboration of results after delegation; setting precise criteria of evaluating the results; the analysis of the obtained results.

Developing the conditions for the employees to make a decision through: the employees' knowledge of the Strengths and Weaknesses; creating and maintaining a proper atmosphere for the employees, in order to shape a feeling of power and self-sufficiency; organization of activities which will encourage the employees to constantly enrich their knowledge, such as: scientific sessions, taking part at professional associations, meetings; shaping a vision of achieving the tasks for the employees; training the employees in research activities.

Assuring organizational structures, flexible and dynamic, capable of creating a real autonomy, generating innovation through: discarding the inflexible hierarchical levels which favor immobility and resistance to changes . That being said, the present organizational structure is periodically reanalyzed; the elaboration some new structures is conducted by a team of analysts, who consider following *objectives-* in reducing the number of directions and departments, and also in elaborating an improved system of connections and communications between the organization's stations and departments: identifying the key stations and the specific requirements for each stage, which need to be achieved, in order to correlate the organizational structure with the organization's general strategy; determining the contribution of the departmental strategic jobs and of the respective personnel in elaborating the strategy; establishing the autonomy degree for each organizational unit and also for the decisions of decentralization of costs; determining the way in which the coordination of different structural units takes place; evaluation of the capacity of the organizational structure, to fulfill the functions of the commercial society; diversification of technical and managerial processes, congruent with the evolutions in the external environment; correlation of changes produced in firm's organization with the changes of organizational culture; the elaboration of a coherent program, able

to comprise all the stages, components and manifestation forms of the organizational culture.

Applying the strategy – the success in applying the strategy depends on the creation of proper conditions: the settlement of material resources, organization of activities and personnel training. *The elaboration of the investment plan* plays an important plan in this chapter; it comprises the necessary funds for the organization and deployment of the scheduled activities. For recruiting, selecting and perfecting the personnel, single funds are prefigured in the revenue and expenditure budget of the organization.

Analysis of applied strategy elaboration – the evaluation of the strategy contribution in the organization's evolution, takes place based on the comparisons between the achievements and dispositions in the strategic plan. The results are analyzed directly with the factors they've determined. The provided information by the analysis are used for elaborating new solutions, which will be included in the strategic plan in the future periods. The way in which the elaboration scheme of the human resources strategic plan is conceived, underlines the necessity of a continuous analysis and elaboration of solutions which will secure that the improvement of the firm's activity will become successful.

The need for strategic planning of human resources

Management evolution – Within organizations there are concerns, with positive results, in the constant improving of management content and especially in the elaboration process of the human resources strategic plan. Among these, we mention the most important: paying a greater attention on the profession of manager and pursuant to, the development of the role and its functions within the society; increasing the number of employees who consider that the role of a manager *needs to be efficient* and that the decisive stages of a company's activity, depend on the manager's training and style; Board members show a great interest in briefing them regarding management missions and also leading methods and techniques; the attitude to employees in Peter Drucker's opinion, who believes that "employees are a source and not a cost"¹, and accordingly to this, the interest in creating the conditions for the constant training of employees; improvement of activities content, which secures the elaboration of organization's functions; concerns in passing from traditional leading methods to more efficient methods.

The necessity for improving the elaboration activities of the human resources strategic plan - The fact that putting in practice the whole issue concerning strategic planning of human resources is still in a slow pace, and some activities have still a formal nature, has led to the conclusion that it is very useful to reason in the end of this paperwork the need for creating such a plan, with the positive effects that can be reached, and, related to this fact, to advice some solutions which contribute in the achievement of desired results.

- The practical handling, in a scientific manner of complex and different problems related to human resources strategy, is based on a rigorous analysis of the economical, social and psychological phenomena, which will provide the necessary information for describing the future requirements. The analysis is necessary, because with its help, we can detect and encourage all that's new and positive and also, we can discard or minimize the influence of the factors which hinder the evolution.

- The efficiency of actions, which have as purpose the efficient usage of human resources, depends on how the company's functions are achieved. The

achievement of functions, is in its turn, a result of the way in which they are selected and put in practice in the leading methods. The result is that the human resources strategic plan is involved in a relation of interdependence with all the activities of the commercial society.

- The transition from one-person management to participative management will lead, first of all, from the increase of the employees' participation degree to managers' activity and the extension informational flow to a greater number of employees. Secondly, conditions for activity decentralization will be created. The participation of employees in the leading activity, has the advantage that more and more employees know on what to focus, what they need to improve and what they should learn.

- An important role in increasing the employees' participating degree is played by *decentralization*. As an organization principle, this is finalized in giving the departments a bigger autonomy towards the central management, which means that this sets the objectives for each department without imposing the way in which they should be achieved. One of the decentralization's effects can be the *permanent increase of employees' number with a managerial attitude*. This kind of attitude commands the employee how he should attend his job, his activity and the results of his work, in order to be successful. Changing the attitude is a complex and long process and cannot be achieved but on the ground of some research, which will provide information for the elaboration and usage of specific forms, with positive effects, regarding the increase of employees' motivation degree. *In this respect, we believe that the presence of a psychologist is useful in the organizational structure, to find the ways for reconciling personal dignity with the coercive elements of work.* The diversity of positive motivational sources, which will harmonize employees' desire for dignity with the objectives of the commercial society, is one of the basic tasks of strategic management. The necessity of a creative-innovative management implies the disposal of the conservative traditional leading and is determined by: competition enhancement; speeding-up the rhythm of obsolescence of equipments and mechanisms; shortening of product life cycle the fast progress of science; diversification in a rapid way, of products and technologies. The way in which the creative-innovative method is achieved is: elaboration, application and development policies of the organization; the organized usage of creativity stimulation methods; the increase of contribution of each employee in the elaboration of decisions which have as a goal the development of commercial society.

- It is demonstrated that changes *cannot be easily obtained*. It's difficult to understand that when it comes to change, the essence means doing other things and not minimizing what has been done or will be done. Innovation endows sources with a new capacity of producing property². That's why, managers are obliged to innovate in this activity, of establishing work coordinates and selecting the employee for a certain task. At the same time, it is required to pay attention to the fact that changes are not easy, if they threat the psychological security of the employee, that means the job's security. The effects of the creative-innovative leading are analyzed as follows: the development of the society's creative potential; the increase of employees' receptivity degree towards the environment; the rapid modernization of company's technologies and products. Management by objectives is the main concept of strategic management, because it develops self-control, self-evaluation. The emphasis is put more on the effects of the managerial actions, than on the supervision of the activities, which means paying attention to productivity as an effect and not to working efforts. The above mentioned are argues for choosing participative management

methods, in order to provide the contribution of all departments to working-out and making the strategic plan of human resources. Beside these, the content of middle managers activity plays an important role and the way in which the problems of employees' dismissals are solved.

- The decisions taken by managers, regarding human resources, are the most important in the company's activity. Securing their scientific character, it is established that managers have in view certain elements, such as: an employee owes not only loyalty but a particular attitude, he owes performance; efficient managers neglect weaknesses. They do not concentrate on the things that can't be done by an employee, but they focus on skills, on capacity, in order to identify issues that the employee may contribute in accomplishing organization's goals. The fact is that the manager must innovate for establishing his work coordinates and choosing the right employee for a particular work.

- The managerial team is an objective necessity: to think that a person knows everything, means breaking the final goal of the organization³. The 4 types: the person who thinks, the person who takes action, the person who is popular, the person in front, they never find themselves in one single person. The managerial team, a community of scientists, can attain the research of phenomena in a interdisciplinary vision, which would finalize with relevant solutions in the efficient present and future usage of human resources.

- Dismissals, terminations are the moments which produce fears both to managers and employees. An important role in solving dismissals problems has the forecasting management which, through medium and long strategies, correlate the variation of human resources needs with future requirements of the market. Practically, it is a cold reason for dismissals, according to which employees are interchangeable components, which can be used or terminated, wherever and whenever is needed, and when the immediate need for their services goes down, they can be fired. The psycho-social implications call for a maintenance strategy of a stable degree of workforce occupancy, in order to create the necessary conditions for maximum of efficiency, without the fear of being fired. If we take into account that the market is supreme and the firm depends on it and we draw the conclusion that the employees should learn how to face the inherent uncertainty at the work place.

- One of the most important managerial ability, developed by applying newer strategies, is the capacity to create, among employees, an attitude of profound commitment in the strategic intercession, generating a proper climate for obtaining good results. This climate can exist only in a culture which emphasizes completing of the actions, maximum results and excellence in whole activity.

The information obtained during research, have led us to formulating following *improving solutions of organizational culture*: the diversification of technical and managerial processes, congruent with the evolutions in the external environment; correlation of changes produced within firm's organization, with the organizational culture's changes; administrating the cultural changes, congruent with the activities which secure continuous study. *We emphasize the need for working-out of some programs, which provide interdependence between strategic management of human resources and organizational culture, considering that the success of every strategy depends on development of values and behavior norms.* Achieving the mentioned desiderata, depends on a series of *conditions*: the substantiation of efficient decisions and putting in practice some actions which will continue the mission of the organization, without substituting to thinking or strategic action. Strategic planning is not synonymous with creating an organizational strategy, she needs to generate the

assertion some organizational intentions; elaboration and developing of human resources strategic planning, takes place only with the concrete support of the top managers: the fact they understand the importance of applying the human resources strategic plan and allocating the necessary funds for this action. The evolution of the overweighed working offer, in the next years, is under the strong influence of rhythm in which restructuring of the national economy. In this case, the firms will be obliged to observe the tensions which will appear in the rapport between demand and supply, Determined by the structural readjustments imposed by the growing of Romanian economical competitiveness.

Obtained information from research concerning informational-decisional strategy, with emphasis on human resources computerizing, has given us the possibility of formulating some conclusions, which can be future pursuits of decision-making persons: there is no such a wide strategy in which issues about informational-decisional system can be found; sometimes, managers are in impossibility of forecasting achievements about future evolution of the firm, about human resources needs, because of lack of information or weak interrelated information; in working of informational-decisional system, there are malfunctions for other reasons as overcharging with information of informational circuits, lack of speediness in information processing, in transmission and, finally, in decision making; managers, though they are aware that informational-decisional system is a very important instrument in their activity, they still focus on issues concerning provision, selling, obtaining of financial resources; employees are not involved and don't get any explanations about the need of implementing or updating the informational system, considering this activity pertaining to top management.

The lack of financial resources constitutes another cause for the partial implementing of some informational systems, intended for certain departments or programs modules. Because introducing an integrated system, has special effects on the whole society, in the way that it affects personnel's responsibilities, the organization's structure, when the introduction of this system is introduced, it is required the training of final users, for the effective usage of the integrated system; the implementation of the new system has generated the appearance of some formal changes, which have affected the relations between departments, between employees and management but also informal changes, which have affected working and social relations, job norms at the group level.

5. Conclusions

The computerizing of the human resources is not only a necessity, but also an opportunity to revitalize human resources management. Free of routine tasks, human resources department managers can devote, when speaking about computerizing, to the essence of their mission, more exactly, to achieving the social policies. The development of some support instruments in adopting a relevant decision, will increase its credibility and influence in the adopting process of the general policy within the organization. The success of computerizing is based on the human resources manager's competence, on his capacity to analyze and formalize the informational system, useful to human resources function, keeping into account the particular, actual and future needs of the organization. The multitude of influence factors of economical, financial, social and psychological nature, gives a special complexity to elaboration activities and the achievement of global and partial strategies and it makes it impossible for an exhaustive approach of these themes. This

paper underlines the fact that research in this area, is very favorable and will offer in the future, many objects of study.

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